



DEPARTMENT OF THE ARMY
HEADQUARTERS, 4TH INFANTRY DIVISION (MECHANIZED)
FORT HOOD, TEXAS 76544-5000

REPLY TO
ATTENTION OF

AFYB-CG

01 December 2001

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Command Policy Memorandum # EO-04 – Consideration of Others

1. References:

- a. Department of the Army, Consideration of Others Handbook.

2. Purpose. To define 4th Infantry Division's Command Policy concerning Considerations of Others and to publicize my commitment to its enforcement by the chain of command.

3. Background.

a. Consideration of Others has been developed for you, the commander. It is a tool designed to help you build unit cohesion and assist you in the complex task of leading soldiers. This vital task must be done well if we are to fulfill our primary mission: to fight and win the Nation's wars. Consideration of Others is a tool, which focuses on the vital linkage between the individual soldier and his or her role as a member of a military team. That linkage lies in the definition of Consideration of Others, which reads:

***"Consideration of Others is those actions that indicate a sensitivity to and
regard for the feelings and needs of others and an awareness
of the impact of one's own behavior on them..."***

This definition emphasizes that ultimately Consideration of Others involves ***the awareness, the actions, and the responsibility of the individual soldier***. The capability of each of your soldiers to recognize that their attitudes, actions, and words affect others in the unit; and their willingness to take responsibility for those attitudes, actions, and words—to the point of changing them when necessary—is what Consideration of Others is all about.

4. Policy.

a. In every military unit there are major areas which are key to developing positive organizational character. As you survey and assess your organization, you will examine these key areas—just as you would identify key terrain features in a tactical situation. Under Consideration of Others, there are eight key areas:

- Ethical Development - Individual & Organizational
- American Military Heritage
- Quality Individual Leadership
- Team Building
- Equal Opportunity
- Gender Issues
- Family Concerns
- Health, Safety, and Drug & Alcohol Abuse

b. This program requires leaders to conduct classes in a small group, interactive format instead of a classroom lecture format. The leader is the group facilitator. The goal of this small group interaction is to get soldiers to process information in the context of their roles as members of military teams. An additional goal is for leaders to be actively involved in helping soldiers learn and internalize the Army's values and accept the important dimensions that diversity and respect for others bring to mission accomplishment.

c. Consideration of Others does not replace existing command emphasis programs. It is not a vehicle for "sensing sessions". Furthermore, it is not an equal opportunity program, nor limited by a mandatory set of lesson plans. Consideration of Others is a tool which commanders can use to systematically improve their organizational climate.

d. The Consideration of Others Program is not a "cure all" for every organizational challenge. Our job as a commander has been and always will be extremely challenging. Consideration of Others is a tool to focus your assessment, orchestrate your efforts, and allow you access to the resources other commanders have used when faced with the same or similar challenges. Commanders and other leaders must be aware of key concepts of the Consideration of Others Program:

- Consideration of Others is not an equal opportunity program, but covers all aspects of the human dimension of combat readiness
- Leader involvement at all levels down to teams and sections
- Small group focus with approximately 13-20 members
- EOAs are primary resources assisting with coordinating and training
- Commanders are responsible for the effectiveness of this program

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e. Consideration of Others must be easily and readily adaptable to each commander's priorities and each individual unit's needs. The design of Consideration of Others Program parallels the operational or mission planning design that is used by commanders' daily. It is necessary for a commander to complete the following actions to facilitate a successful Consideration of Others Program:

- assess your command climate
- identify primary or key areas of concern
- identify specific training needs
- determine priorities
- identify and commit resources

f. An assessment, small group instruction, and your personal commitment and involvement in the program are elements which will make or break Consideration of Others in your command. Consideration of Others has been developed for us, the commander. Making time for CO2 in the midst of your day-by-day training and operational tempo will not be easy. Achieving excellence never is. You have, however, been given responsibility for soldiers—America's youth—who have willingly volunteered to serve this Nation. Our soldiers have a potential for excellence unmatched by any other group of soldiers in America's history. They will not reach that potential without learning to assume responsibility for how their individual actions affect others. Consideration of Others is our means to teach them this vital professional and personal truth—that responsibility is the key to both personal and organizational excellence. This truth will develop our soldiers into leaders of character—not only during their time in uniform but throughout their lives.

“STEADFAST AND LOYAL”

//ORIGINAL SIGNED//
RAYMOND T. ODIERNO
Major General, USA
Commanding

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